

OCTOBER, 1981

#### FREQUENTLY USED TELEPHONE NUMBERS

Executive Assistant	-	4222
City Clerk's Office	-	4124
City Attorney's Office	-	4141
Finance Department	-	4353
Management Analysis	-	4218
Risk Management	-	4361


#### DEADLINES TO REMEMBER

City Attorney's Office	-	<u>Wednesday, 8:00 a.m.</u>
City Manager's Office	-	<u>Thursday, 9:00 a.m.</u>
City Clerk's Office	-	<u>Thursday, noon</u>
Board Letter Material to City Manager's Office	-	<u>Friday, 9:00 a.m.</u>



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## I. INTRODUCTION

The agenda process serves three primary purposes: communication, control, and decision-making. As a communication system, the agenda informs department heads, City staff, the Board of Directors, the general public and the press. In essence, the agenda is a weekly summary of the day-to-day business of the City.

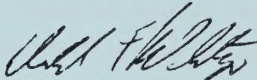
As a control system, the agenda process provides a formal weekly review of the City's business. All agenda items must be approved by the appropriate department heads and the City Manager, and "New Business" items are reviewed by the City Attorney as well, before they reach the Board. Items with fiscal impact are also reviewed by the Finance Director and the Management Analysis Division. The purpose, timing, costs and financing are all subject to this internal review.

Finally, and most importantly, the agenda process is a decision-making system which regularly brings City business to the attention of the City Manager and the Board of Directors for consideration and action.

In view of the importance of this process to the operations of the City, this handbook has been developed to fully acquaint City staff with the various aspects of the agenda process. It is intended to be a helpful guide in the



preparation of agenda items for Board action, with the expectation that more complete familiarity with the agenda schedule and procedural requirements will result in a more effective and efficient system.



DONALD F. MCINTYRE  
City Manager





## II. THE AGENDA PROCESS AND SCHEDULE

Since the City's Board of Directors holds its meetings every Tuesday, the agenda schedule is structured to provide the Board members with copies of the "agenda packet" on Friday evening. This allows the Board to review the agenda materials over the weekend and ask preliminary questions of staff on the Monday before the Tuesday meeting. On months having a fifth Tuesday, the Board holds a "RAP" session. On these occasions the Board considers discussion items only and no new business is scheduled, except in extreme circumstances. The City Manager's office is most reluctant to place new business on a RAP calendar, and expects Departments to plan accordingly.

### THE PROCESS

Detailed on the following page is a chart showing the steps required in processing the typical agenda item.

### THE SCHEDULE

Coordinating, organizing and packaging the rather vast volume of information and recommendations for the Board's review and action is a complex task made more difficult by the necessity for keeping the agenda preparation on schedule and ensuring that all items have received the appropriate legal and financial review. The agenda schedule is as

Seven Steps to Process the Typical Agenda Item

STEP 1

Initiating Department  
prepares report and  
recommendation.



STEP 2

City Attorney's Office  
reviews item, prepares  
resolution and cir-  
culates for internal  
review.

STEP 3

Executive Assistant  
reviews agenda item,  
forwards to City  
Clerk.



STEP 4

City Clerk prepares  
draft agenda, listing  
items forwarded by  
Executive Assistant.

STEP 5

Agenda Review - City  
Manager, City Clerk  
and Executive Assis-  
tant review draft and  
finalize agenda.



STEP 6

Final Agenda Prepared  
Board reports re-  
written as necessary.

STEP 7



Agenda printed,  
collated and dis-  
tributed.

follows:

City Attorney's Deadline

Items requiring resolutions or legal review must be submitted to the City Attorney's office no later than Wednesday at 8:00 a.m. prior to the following Tuesday's Board meeting. (The preparation of contracts requires the submission of full documentation 14 days in advance of desired Board action.) The City Attorney's office prepares the resolutions, places a filing cover on the report and resolution, and circulates the item for internal review and signature.

City Manager's Deadline

Items not requiring City Attorney review, i.e., City Manager reports, are forwarded directly to the Executive Assistant to the City Manager. The City Attorney's office is also expected to forward its completed work to the City Manager's office (i.e., signed Board reports and resolutions). The deadline for all material to be submitted to the City Manager's office is Thursday at 9:00 a.m.

City Clerk's Deadline

The Executive Assistant, on behalf of the City Manager, makes a preliminary review of all agenda items. Once an item has been reviewed and a determination is made to place it on the agenda, it is forwarded to the City Clerk's office for listing on the agenda. The deadline for forwarding all material to the City Clerk's office is Thursday at noon.

### Agenda Review

Agenda Review takes place every Thursday at 3:00 p.m. At this time, the City Manager, City Clerk and Executive Assistant meet to review the upcoming Tuesday's agenda. Refinements are made to the discussion schedule and agenda calendar, and the City Manager makes a cursory review of all reports intended for the upcoming Tuesday's agenda.

### Friday Agenda Preparation

On Friday morning the Executive Assistant follows up on all questions raised by the City Manager at the "agenda review" and redrafts portions of reports when necessary. Any major rewrites are sent back to the Department heads for review and signature. "Late" reports, resolutions, and ordinances are tracked down and conferences are held to discuss items when there is staff disagreement or when additional information and research are required.

All final information for the agenda must be sent to the City Clerk by Friday at noon. On Friday afternoon, the agenda is duplicated, collated and distributed. The full Board packet is expected to be ready by Friday at 5:00 p.m. and is delivered to the Board members that evening.

### Adherence to the Schedule

As you will note from the foregoing, the agenda preparation schedule does not allow much room for tardiness. Strict adherence to the schedule outlined in this handbook is both



necessary and appreciated. On the rare occasion when an item is late, your department is expected to notify the Executive Assistant and the City Clerk's office. Under no circumstances will items be "walked on" the agenda, i.e., brought before the Board on the day of the meeting without an opportunity for prior review. The Board rightfully expects to have sufficient time to read and digest this information before taking action.

### III. PREPARING THE BOARD REPORT

In preparing the Board report, the author should keep in mind that the report is going to a lay body. Avoid the use of technical jargon, bureaucratic shorthand and acronyms.

On the following page you will find the Board report format which should be utilized for all reports in excess of one page. For shorter reports, the "Recommendation," "Background," and "Fiscal Impact" sections are sufficient.

#### The Format

RECOMMENDATION: This section is stated first so that the Board member will quickly understand the import of the agenda item. State your recommendations succinctly. This section of the report should not exceed one paragraph.

SUMMARY: This section of the report should not exceed two paragraphs. It is recommended that Board reports exceeding one page should include a "Summary" section. For reports exceeding two pages, the summary section is mandatory.

In using this format, the first three paragraphs of the report are intended to provide an "executive summary" which immediately gives the reader the critical information on the item. Therefore, the reading and comprehension of the reports by the Board members will

SAMPLE BOARD REPORT FORMAT

TO: Board of Directors

Date

FROM: City Manager

SUBJECT:

RECOMMENDATION:

No more than one paragraph.

SUMMARY:

No more than two paragraphs. Summary can be deleted if report is a single page or less.

BACKGROUND:

This is the general discussion and necessary back-up material to support the recommendation.

FISCAL IMPACT:

All fiscal implications should be discussed. If there are no fiscal impacts, this section should state:

"There is no impact on the General Fund."

Respectfully submitted,

\_\_\_\_\_  
DONALD F. McINTYRE  
City Manager

Prepared by:

\_\_\_\_\_  
Name  
Title

Concurrence:

\_\_\_\_\_  
Name  
Title

presumably be easier and less time consuming. This format should also assist the author in ensuring that the information presented is orderly and complete.

BACKGROUND: This is the section of the report in which you build the case to support the recommendation. If the Board has considered this issue in the recent past, it is helpful to include this fact in the background section of the report. Indicate the date and action taken which relates to this report. In addition to reciting the various facts and figures which justify the recommendation, the author should be sure to state whether the report and recommendation have been reviewed by the advisory board or commission charged with policy oversight for the particular project or activity. (If there is an advisory body which should review this issue, this review should be done prior to bringing the matter to the attention of the Board.)

FISCAL IMPACT: In matters where the Board is being requested to approve an expenditure or budgetary revision, it is important to state whether funds have been appropriated in the budget for this specified purpose. If funds are budgeted, the account number and name should be stated, e.g., 100-928 - Board of Directors, materials, services and supplies. If funds are not budgeted, the report should so indicate and state the alternative source(s) of funding proposed.

Other relevant information which may be appropriate



to include in this section are:

Future Impact - A new program may be funded out of salary savings this year, but the Board should be reminded that it will represent a net addition to the following year's budget. Include the annualized cost.

Revenue Impact - Are there short and long-term revenues associated with this proposal?

Impact on Capital Improvement Program - Will the adoption of the proposal require additional infrastructure investment or new City facilities?

Other Operational Impacts - Does this proposal assume an increase in personnel or operational costs.

If there are no fiscal implications, state, "There is no impact on the General Fund."

All Board reports should be single-spaced, and typed on 8½ x 14 (legal size). It is suggested that the typing element "Courier 72" 10 pitch set on 12 pitch spacing be used whenever possible. For Board reports longer than one page it is suggested that the Correspondence Service Center (CSC) be utilized to type the report. CSC prepares Board reports using magnetic tape. In the event revisions are necessary, the reports are much more easily and promptly corrected.

### Internal Review

The Board report format includes a provision for the author's signature and a place for the signatures of Department heads concurring with the recommendation.

"Prepared by: \_\_\_\_\_" - Only the author's name should appear on the line titled "Prepared by:" Identifying the author facilitates review by the City Manager's office. If there are questions about the report, the person who actually prepared the item can be quickly identified without having to work through several layers of bureaucracy.

"Concurrence: \_\_\_\_\_" - If the author of the report is not a Department head, the Department head's signature should appear as the first signatory under "Concurrence:". If the report has implications for other departments, those Department heads should also sign off.

For example, if a Department head is recommending an amendment to the Salary Resolution, concurrence would be required by the Personnel Department and a sign-off by Management Analysis Division, indicating that funds are available.

### Fiscal Review

The following procedures should be utilized for Board items with fiscal impact:

Certification of availability of funds should be done by M.A.D. only.

Items requiring a Journal Voucher should also be referred to M.A.D.

All other agenda items related to the subject of finance (including State and Federal Grant Applications) should be submitted to the Finance Department for signature.

In all cases where concurrence is needed, the signature should be that of the Department head or some authorized to act on his or her behalf.

#### Procedures for Internal Sign-off

Items Requiring Resolutions - Initiating Departments are responsible for seeing that the author's signature and the Department head's signature are on the report before it is forwarded to the City Attorney's office. If the report should be reviewed by other departments, provide the necessary signature lines. The City Attorney's office will assume the responsibility for circulating the report and gathering the necessary signatures.

City Manager Reports - For items which do not require resolutions, the initiating Department has the responsibility to circulate the report in order to gather the necessary signatures.

Under no circumstances should a Board Report arrive at the City Manager's office for inclusion on the agenda without the necessary signatures.

#### IV. ITEMS REQUIRING RESOLUTIONS

City business which requires specific Board action and approval requires a resolution. These items are considered under the "New Business" section of the agenda. Detailed below is a partial check list of typical municipal business which requires a resolution for action by the Board.

##### Check List of Items Requiring Resolutions:

- Authorization to prepare specifications and call for bids.
- Awarding a bid.
- Approving a contract.
- Approving a subdivision tract map.
- Authorizing preparation of a grant application.
- Approving intergovernmental agreements.
- Approving license agreements.
- Adopting the Operating and Capital Budgets (Appropriation Resolution).
- Approving or amending the salary plan (Salary Resolution).
- Board positions on State and Federal legislation.
- Approving and accepting Grants of Easement.
- Authorizing Purchase Orders in excess of \$10,000.
- Vacating public rights-of-way.
- Appropriating or reappropriating funds.

This check list is not intended to be exhaustive. If you have a question as to whether a particular Board item



requires a resolution, check with the City Attorney's office. If you do have an item which requires a resolution, be sure and forward your Board report to the City Attorney's office with a request that the resolution be prepared. (The Department of Public Works is expected to prepare its own resolutions for review by the City Attorney.) Your agenda items should reach the City Attorney's office by Wednesday at 8:00 a.m. in advance of the Tuesday meeting.

### Contracts

Documentation for the preparation of a contract should be submitted to the City Attorney's office 14 days in advance of the desired Board action.

Programs or projects should not be initiated before the contract has been approved by the Board and fully executed by the authorized City officials. Before the contract comes to the Board for approval, be sure and have the potential contractor sign the document. The Board should never be expected to take action on an unsigned document.

Prior to bringing the contract to the Board, approval is required by the Affirmative Action office. Also, the City has a number of insurance requirements which must be met by the contractor. These include:

1. The City shall be given 30 days written notice of cancellation or material change.
2. The City shall be named as an additional insured.
3. The certificate shall state that this policy is primary coverage.

4. The minimum automobile and general liability insurance required is \$500,000 combined single limit, bodily injury and property damage, including completed operations coverage. Contractors protective coverage is also required if subcontractors are used.
5. Worker's compensation insurance in the statutory amounts.

The insurance certificate must accompany the contract when it is submitted to the Executive Assistant for review. If you have any questions regarding the insurance requirements for a particular contract, call Risk Management (4361) for clarification.

#### Authorization of Specifications and Bids

When preparing a report recommending the authorization of specifications and a call for bids, include a statement noting that the project was approved by the Board as "Project No. \_\_\_\_\_ in the FY \_\_\_\_ Capital Improvement Budget." Indicate that funds are available (if that is the case) and identify the Capital Program Account.

Do not give specific information on the expected cost of the project (i.e., engineer's estimate). Remember that the project is going out to bid and it is more advantageous to the City to treat specific cost information in a confidential manner. It is helpful to the Board to have this information, but it should be provided as a paragraph in the more confidential Board Letter rather than as a fact in the Board report on the public agenda.

## V. CITY MANAGER REPORTS

City Manager Reports do not require resolutions. The Board handles City Manager Reports under Section IX of its agenda, "Information from Officers and Departments." City Manager Reports are appropriate for policy papers, informational reports and journal vouchers.

### Journal Vouchers

The journal voucher or JV is the document used by the Department of Finance to affect budget amendments and/or interfund transfers.

Journal vouchers do not require a resolution, however, they must be approved by the Management Analysis Division. Therefore, if you have prepared a report requesting the Board to approve a journal voucher, include a signature line for the Management Analysis Division. MAD will contact Finance and request that a JV be prepared.

Journal vouchers are necessary for the following types of budgetary actions:

- Interdepartmental transfers.
- Intradepartmental transfers over \$10,000.
- Any amendment to the Board approved budget which increases the appropriation.
- Any amendment to the Capital Budget.
- Any amendment to the revenue estimates which were adopted in the budget resolution.
- Transfers from the General Fund Reserve.

Intradepartmental transfers under \$10,000 do not need to come before the Board for approval and can be handled administratively under procedures established by MAD.



**VI. SCHEDULING HEARINGS, DISCUSSIONS AND  
ACTIONS FOR A "TIME CERTAIN"**

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The Board agenda includes an "agenda calendar" which lists upcoming hearings and discussions. To list an item, contact either the Executive Assistant or the City Clerk. It is helpful to the Board, as well as to the staff, to list upcoming hearings and discussions as far in advance as possible. The calendar fills up very quickly with appeals and noticed hearings. Therefore, to reserve a convenient hour and to allow sufficient time for discussion you need to notify the City Clerk's office or the City Manager's office well in advance. No hearings or discussions should be scheduled before 9:00 a.m. for day-time meetings or before 3:30 p.m. for evening meetings.

Occasionally it is necessary to request a "time certain" for an item of "New Business." This is done in instances when an attorney or consultant retained by staff, or an interested member of the public, has requested to speak to a particular item. To reserve a "time certain" call the Executive Assistant's office. Every effort will be made to accomodate such requests if the circumstances warrant it. It is not always possible to take "New Business" items out of order, however, when there is a full hearing and discussion schedule. Therefore, as soon as you are aware that you will need a "time certain" for a particular item contact the Executive Assistant.

The Board will be making an effort to routinely take up "New Business" items as the first order of business immediately after "Comments from the Floor." Therefore, it can be assumed that "New Business" items will usually be considered at 8:30 a.m. for daytime meetings or 3:15 p.m. for evening meetings.

## VII. ORDINANCES

The Board handles Ordinances under Section XI of the agenda. To adopt an ordinance the Board must give the proposal a first and second reading. (If any amendments are made to the proposed ordinance, there must be a second reading of the ordinance, as amended.)

Ordinances are drafted by the City Attorney's office at the request of the Board, the City Manager, or the various City departments. After an ordinance has had its second reading it must be published in the local newspaper before taking effect. The City Clerk's office has the responsibility for meeting the publication requirement.

### Ordinance Fact Sheet

To transmit an ordinance to the Board for a first reading, it must be accompanied by an "Ordinance Fact Sheet". The purpose of the fact sheet is to state the reasons why the ordinance is necessary and to give the Board some background on the programs, departments or groups to be affected; the likely cost of implementation; and to underscore any significant shifts in policy. On the following page you will find the format to be used for the Ordinance Fact Sheet.

The initiating department is expected to work with the City Attorney's office in developing the necessary information for the fact sheet. As you will note, the fact sheet includes a space for the "sponsor" of the ordinance. This is

ORDINANCE FACT SHEET

TO: Board of Directors

Date

FROM: City Manager

TITLE OF PROPOSED ORDINANCE:

PURPOSE OF ORDINANCE:

No more than two paragraphs.

REASONS WHY LEGISLATION IS NEEDED:

No more than three paragraphs.

PROGRAMS, DEPARIMENTS OR GROUPS AFFECTED:

One paragraph.

FISCAL IMPLICATIONS:

Indicate the likely costs or revenues projected as a consequence of implementation.

POLICY CHANGES:

Respectfully submitted,

DONALD F. MCINTYRE  
City Manager

Prepared by:

\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
Department head

\_\_\_\_\_  
Department head

intended to indicate whether a Board member, an advisory commission, a City department, or a previous Board policy action was the initiator of the proposed ordinance.

The purpose of the ordinance should be stated clearly and briefly. Summarize exactly what the ordinance is intended to accomplish.

The section on "policy change" is intended to alert the Board to any action which represents a major change in Board policy. If the enactment of the proposed ordinance does not represent a change in Board policy, so state.

You will note that there are several signature lines provided under the "Prepared by:". The City Attorney or the Deputy City Attorney who prepared the information in the "fact sheet" should sign the fact sheet. Additional signatories may be required if other Departments participated in drafting or preparing information for the "fact sheet." The Department heads whose agencies were involved in the preparation of this information should also sign the fact sheet.

## NOTES



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